



Louis Berger



Correctional Facility Siting

Presentation to:
Prison Relocation
Commission

June 19, 2014

MGT 
OF AMERICA, INC.

AGENDA

1. Recap

- Our Tasks
- Key Findings – Master Plan
- Master Plan Options – Replacing Draper

2. Siting New Correctional Facilities

- Introduction
- Communications Plan
- Understanding the Program
- Siting Process
- Siting Criteria
- Identifying Prospective Sites
- Screening Prospective Sites
- Detailed Site Evaluations

3. Next Steps

The Team

MGT of America
Criminal Justice Institute

Louis Berger
Rosser International

Epic Engineering
Jones Lang LaSalle

Our Tasks

- Master planning for relocation of Draper
- Agency-wide 20-year master plan
- Verify/develop long-term population projections
- Evaluate county jails and potential for expansion
- Evaluate Gunnison and potential for expansion
- Site selection
- Economic impact of Draper property development
- Cost/benefit of relocating Draper

Key Findings – Master Plan

- UDC will need over 3,000 new beds in system by 2033 costing over **\$700 million** (includes on-going repair, maintenance and replacement of aging Draper buildings)
- To replace Draper and keep up with inmate population growth, system will need **\$1+ billion** in additional funding (capital and operational) over next 20 years
- Expanding CUCF and county jails won't accommodate all inmate population growth

Key Findings (continued)

- County jails can expand, but amount of programming and activities offered to state inmates housed in county jails should increase
- Economic impact of redeveloping Draper property yields over \$1.8 billion annually in economic output
- Four options for Draper replacement



Master Plan Options – Replacing Draper

- Option 1: Draper replaced in 2018/short-term jail capacity increase only
- Option 2: Draper replaced in 2018/jail capacity remains at 23% of total capacity
- Option 3: Draper phased out by 2024
- Option 4: Draper phased out by 2020



All options assume 960 new beds added at CUCF

Master Plan Options – Replacing Draper

- Initiate siting process for new facility(s)
- Undertake planning and programming in preparation for design/construction of new facility(s)
- Consider financing options for new construction
- Relocation planning – sequencing in which Draper closes and inmates are moved to new facility(s)



Siting New Correctional Facilities



Siting New Correctional Facilities

Bob Nardi - Senior Vice President, Louis Berger

- Since 1985, has led all correctional facility siting and development projects for Louis Berger
 - Successfully sited over 75 federal, state and private correctional facilities in 40 states
 - Minimum, low, medium, high and max security facilities
 - Adult male and female facilities
 - Urban, suburban and rural locations
 - High-rise v. low-rise campus arrangements
- Developed/implemented comprehensive programs for site identification, evaluation, selection, and development

Siting New Correctional Facilities

- Introduction
- Step 1 – Communications Plan
- Step 2 – Understanding the Program
- Step 3 – Siting Criteria
- Step 4 – Site Identification
- Step 5 – Site Screening
- Step 6 – Site Evaluations
- Schedule

Siting New Correctional Facilities

Introduction

- Comparable to siting large school campus, medical complex, business or industrial park
- Similar approaches, siting criteria, technical studies and evaluations, etc.
- More complex and time-consuming
- Potentially (likely) controversial

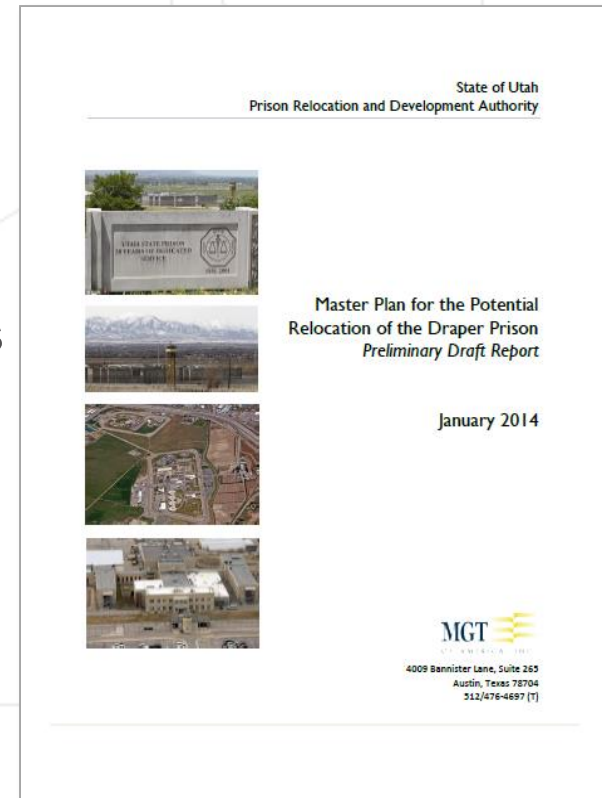


Siting New Correctional Facilities

Introduction

Process is moving forward!

- Prison Relocation Commission established
- Foundational work accomplished
 - Needs, priorities, solutions, time tables and costs identified (Master Plan)
- Use Master Plan to:
 - Communicate your vision
 - Establish the way forward
 - Foster agreement amongst stakeholders
 - Seek funding
 - Measure progress



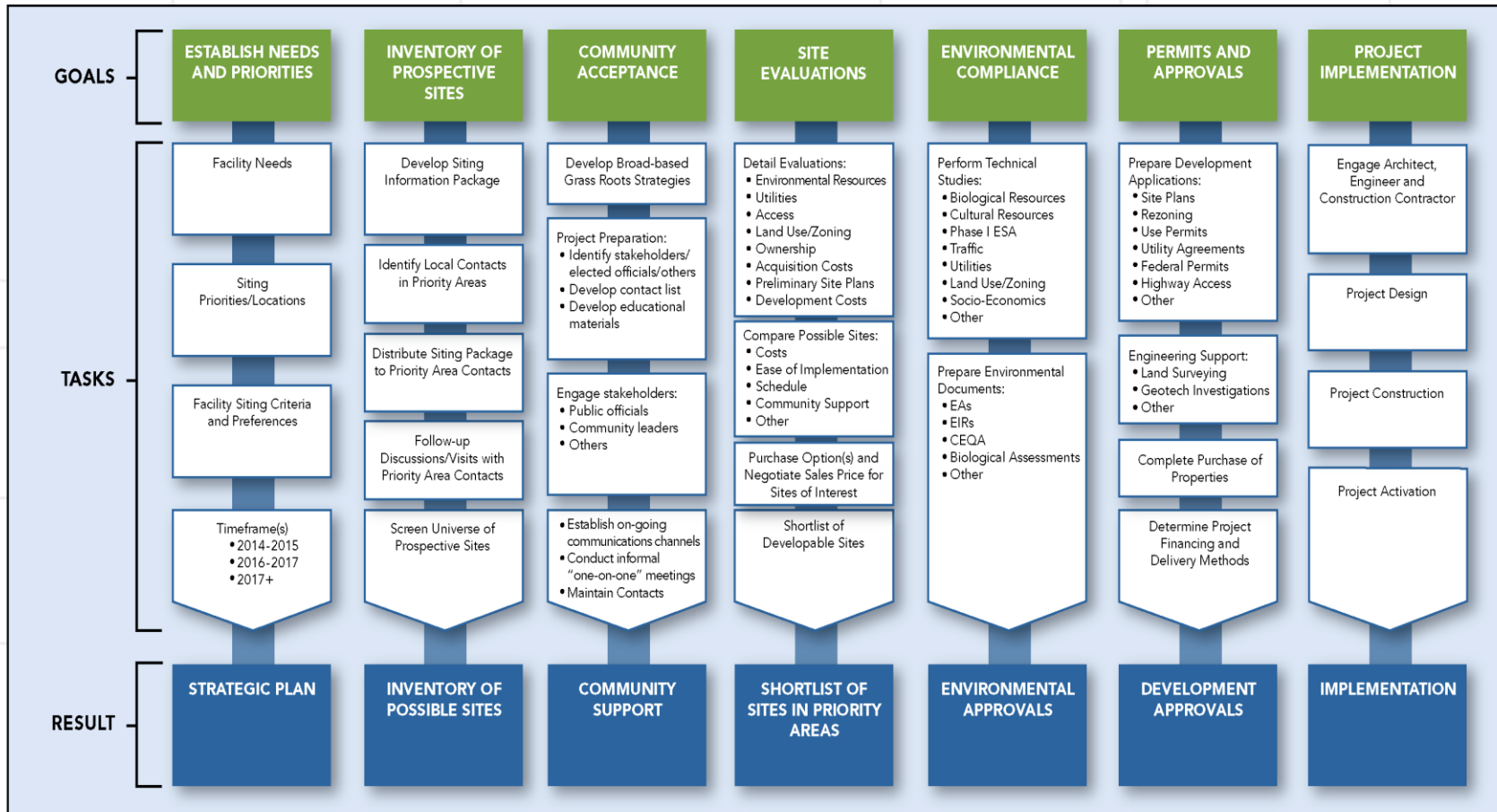
Siting New Correctional Facilities

Introduction

- Fundamental to Successful Siting Process:
 - Well-defined plan
 - Transparency
 - Inclusiveness
 - Timely decision-making
 - Defensible decision-making
 - Communications
(project goals, activities, progress and decisions)
 - Build towards consensus on outcome

Siting New Correctional Facilities

Introduction



Step 1 – Communications Plan

Step 1 – Communications Plan

Effective, accurate and timely communications essential to any complex and controversial undertaking

- Siting new jails and prisons can be complex and controversial
- Unique issues, concerns and challenges associated with prison siting and development
- Communication is least costly component of siting process and provides greatest return on investment
- Acceptance and approval by decision-makers, regulatory agencies, stakeholders and public is directly tied to effective communications

Step 1 – Communications Plan

A ***Communications Plan*** provides framework for conveying information about siting and development process, PRC activities, milestones and progress

- Describes project goals and objectives
- Identifies roles/responsibilities of PRC, DOC, DFCM, MGT, others
- Fosters situational awareness by continually observing and accounting for stakeholder interests and concerns
- Ensures consistency and accuracy of all project-related information
- Provides for timely responses to inquiries and information requests

Step 1 – Communications Plan

Communications Plan Components:

- Identify participants in siting and approval process
 - Elected officials (state, county, municipal)
 - Regulatory agencies (permits and approvals)
 - Stakeholders (legal community, medical, volunteers, others)
 - Business and community groups (Chambers of Commerce, others)
 - Environmental organizations (Sierra Club, Nature Conservancy, others)
 - Media (print, TV, radio, other)

Step 1 – Communications Plan

Determine role of outreach mediums

- Direct mailings
- Public announcements
- Meetings/hearings
- Websites
- Presentations
- Social media
- Facility tours



You Tube



Step 1 – Communications Plan

Anticipate questions, issues and concerns

- Elected officials: Public safety, potential impacts/costs/benefits, community image
- Regulatory agencies: Compliance with regulations, permit and approval processes
- Stakeholders: Potential disruptions to established relationships
- Business community: Economic and employment opportunities
- Community groups: Safety, property values, impacts to public services, taxes
- Environmental organizations: Minimize impacts, sustainability
- Media: All of the above

Step 1 – Communications Plan

Provide information

- PRC goals and objectives
- Master Plan findings: immediate/long-term needs and solutions
- Existing facilities
- Proposed facilities
- Siting process objectives
- Search area
- Siting criteria
- Milestones and schedules

Step 1 – Communications Plan

Promote benefits

- Improved public safety
- Increased programming and activities
- Short-term economic benefits (construction phase)
- Long-term economic benefits (operating phase)
- Employment opportunities
- Redevelopment of Draper Prison property

Step 1 – Communications Plan

Community Outreach

- Initiate dialogues with key individuals and groups representing prospective host communities within search area
 - Arrange in-person meetings in prospective communities
 - Present and discuss proposed facilities, siting process
 - Gain local insight and feedback
 - Respond to inquiries and information requests
 - Establish relationships
 - Build confidence and trust
 - Maintain communications throughout process

Step 2 – Understanding the Program

Step 2 – Understanding the Program

Establish Facility Needs and Priorities

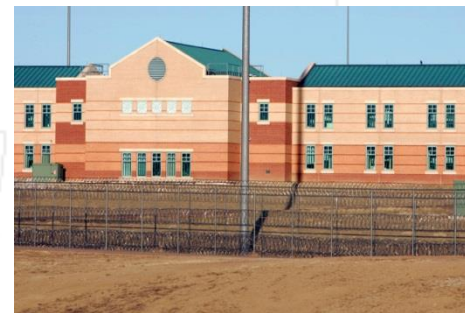
- Inmate populations (current/projected, male v. female, classifications)
- Single facility v. multiple facilities; single site v. multiple sites
- Minimum requirements: land area, utility services, other services
- Schedules (siting, design/construction, activation, Draper closure)



Step 2 – Understanding the Program

Determine Facility Characteristics

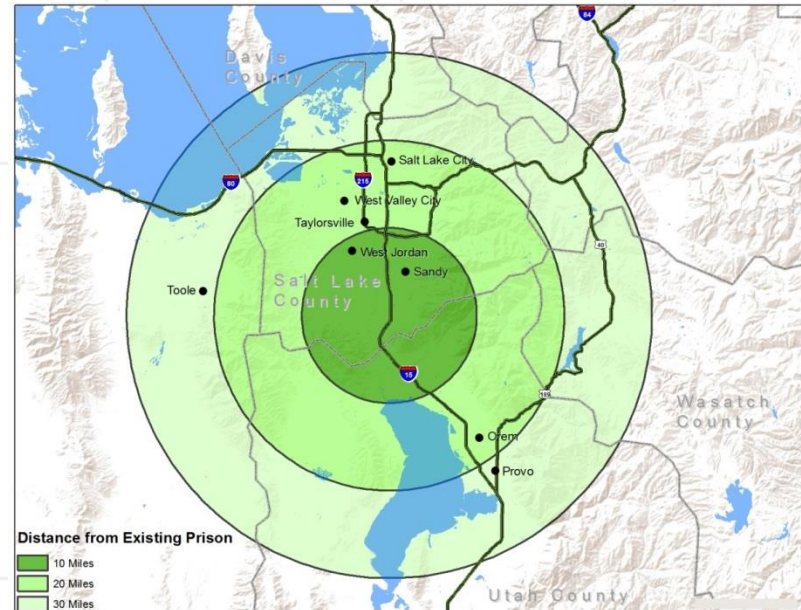
- Staffing (administrative, security, programs, support, etc.)
- Order of magnitude construction and operating budgets
- Emergency response responsibilities (state v. local)
- Operational considerations (legal jurisdiction, visitation policies, inmate releases, etc.)
- Special units (WitSec), prison industry, other
- Design features and aesthetic considerations (perimeter security, lighting)



Step 2 – Understanding the Program

Establish Search Area

- Population concentrations
- Transportation networks
- Travel time/distances to:
 - Legal community
 - Medical facilities
 - Volunteer organizations
- Focus search radius from Draper Prison, SLC, elsewhere
- Community interest in hosting facility(s)



Step 3 – Siting Criteria

Step 3 – Siting Criteria

Order of Importance

- Willing, accepting, supportive community
- Willing, accepting, supportive community
- Willing, accepting, supportive community
- Everything else

Step 3 – Siting Criteria

Site Features

- Land area and configuration (acreage, buffer, expansion potential)
- Topographic conditions (slope)
- Soil characteristics (depth to bedrock, water table, etc.)
- Environmental resources (canals, wetlands, wildlife habitats, etc.)



Step 3 – Siting Criteria

Infrastructure Availability

- Water supply
- Wastewater collection/treatment
- Electric power
- Natural gas
- Telecommunications
- Transportation systems (car, bus, rail)



Step 3 – Siting Criteria

Proximity to Support Community

- Legal community (members and facilities)
- Medical community (hospitals, health care providers, specialists)
- Volunteer community (individuals, organizations)



Step 3 – Siting Criteria

Hazards Avoidance

- Flood hazard areas
- Seismic zones, geologic faults, liquefaction soils
- Subsurface mining, landfills
- Contamination, waste disposal sites



Step 3 – Siting Criteria

Hazards Avoidance

- Airports (flight paths, take-off/landing zones)
- Emergency evacuation zones (nuclear power plants, chemical refineries, others)
- Railroads transporting hazardous freight



Step 3 – Siting Criteria

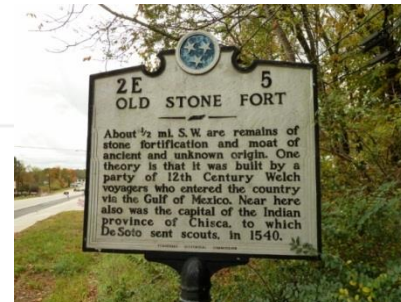
Other Factors

- Property ownership (public v. private, single v. multiple owners)
- Number of parcels (few v. many)
- Likely acquisition costs (comparable sales)
- Approximate costs to provide required utility services
- Public systems vs. on-site utility services
- Opportunities for alternative energy sources



Step 3 – Siting Criteria

- Land use adjacencies (schools, playgrounds, cultural sites, etc.)
- Zoning and land entitlements; review, approval and permitting
- Emergency response: police, fire, emergency medical resources
- Community services and amenities
- Available workforce
- Historic architectural, archaeological, tribal sites



Step 4 - Site Identification

Step 4 - Site Identification

Develop Inventory of Prospective Sites

- Prepare ***Siting Information Packet*** describing:
 - Facility Needs and Priorities
 - Facility Characteristics
 - Search Area
 - Minimum Requirements – Site Features
 - Minimum Requirements – Infrastructure
 - Minimum Requirements – Hazards Avoidance
 - Minimum Requirements – Other Factors

Step 4 - Site Identification

- Widely distribute ***Siting Information Packet*** within search area to:
 - Elected officials
 - Economic development agencies
 - City and county planners
 - Real estate industry
 - Business and community groups
 - Others
- Research availability of public lands (state, federal)
- Engage and respond to property owners/representatives offering sites
- Pro-actively seek out prospective (interested) host communities
- Ensure collection of consistent and accurate information for all sites

Step 5 - Site Screening

Step 5 - Site Screening

Screen Prospective Sites

- Expectation: PRC will receive numerous prospective site offerings
- Challenge: Avoid costly, time-consuming evaluations of unsuitable sites
- Solution: Use Site Screening Tool for initial quick, easy evaluations of all prospective sites against criteria
- Use published, secondary data sources (little/no field investigations)
 - Site identifier code/contact information
 - Site location (municipal/county jurisdiction)
 - Number of parcels
 - Zoning designations

Step 5 - Site Screening

- Total land area/developable acreage
- Nearest population concentrations (distances, census data)
- Topographic features (predominant conditions)
- Seismic zone/soil types
- Streams, canals, water bodies, flood zones, wetland areas
- Special (protected) species habitats
- Known prehistoric, historic, cultural, tribal sites
- Site use, adjoining and nearby land uses
- Potential for contamination (current and past land uses)

Step 5 - Site Screening

- Proximity to: schools, recreation areas, houses of worship, medical centers
- Hazard avoidance: airports, railroads, chemical refineries
- Principal access route(s)
- Available public transit services
- Water supply (jurisdiction, infrastructure)
- Wastewater collection/treatment (jurisdiction, infrastructure)
- Electric power (jurisdiction, infrastructure)
- Natural gas (jurisdiction, infrastructure)
- Telecommunications (jurisdiction, infrastructure)

Step 5 - Site Screening

<i>Site Data to be Obtained</i>	<i>Data Sources</i>
Acreage	City assessor's office
Property Location	County/municipal sources
Jurisdiction	County/municipal sources
Number of Parcels	City assessor's office
Nearest Towns/Distance	Geospatial analysis, aerial photointerpretation
Nearest Towns/Populations	U.S. Census Bureau
Topographic Features	U.S. Geological Survey, aerial photointerpretation
Geology/Soil Conditions	USDA, Natural Resources Conservation Service Soil Surveys
Hydrologic Features	U.S. Geological Survey, National Hydrography Dataset, FEMA
Biological Resources	U.S. Fish and Wildlife Service, Utah Division of Wildlife
Potential for Contamination	Phase 1 studies, EDR reports
Seismic Hazard	U.S. Geological Survey
Cultural Resources	State Historic Preservation Office
Current Land Use(s)	City assessor and local planning agencies, aerial photointerpretation
Adjoining / Nearby Land Uses	City assessor and local planning agencies, aerial photointerpretation
Distance to nearby schools, medical centers	Geospatial analysis, Utah State Agencies
Zoning Designation(s)	County/municipal planning agencies
Roadway and Transit Accessibility	Utah Department of Transportation, public transit agencies
Water Supply Service	Public service providers
Wastewater Collection / Treatment Service	Public service providers
Natural Gas Service	Public/private service providers
Drainage / Stormwater Considerations	U.S. Geological Survey, aerial photointerpretation
Electric Power Service	Public/private service providers

Step 5 - Site Screening

- Desk-top tools for site screening
 - Google Earth, Birdseye and Streetview Imagery



- Result: identification of highly rated sites
- Next Step: proceed to in-depth evaluations

Step 6 – Site Evaluations

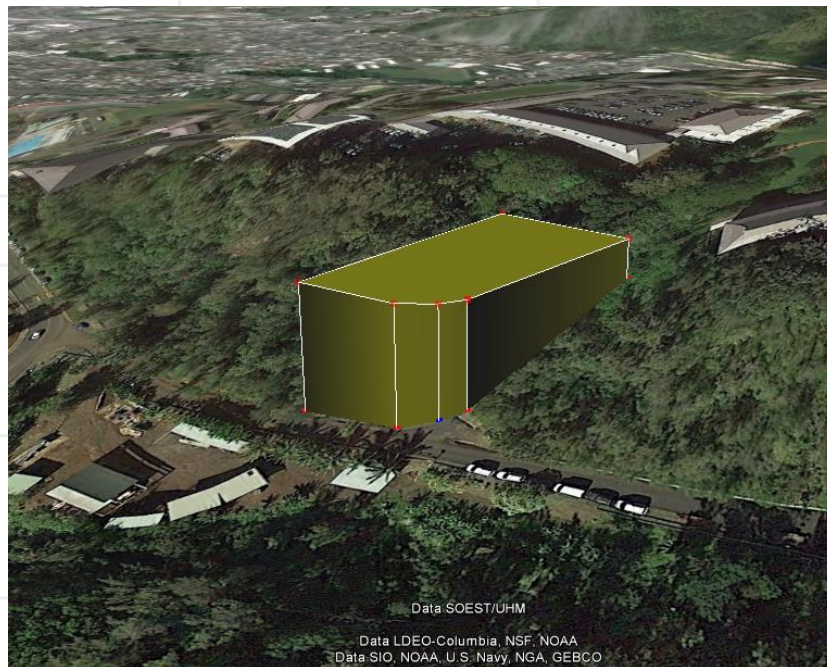
Step 6 - Site Evaluations

Perform In-depth Evaluations of Only Highly Rated Sites

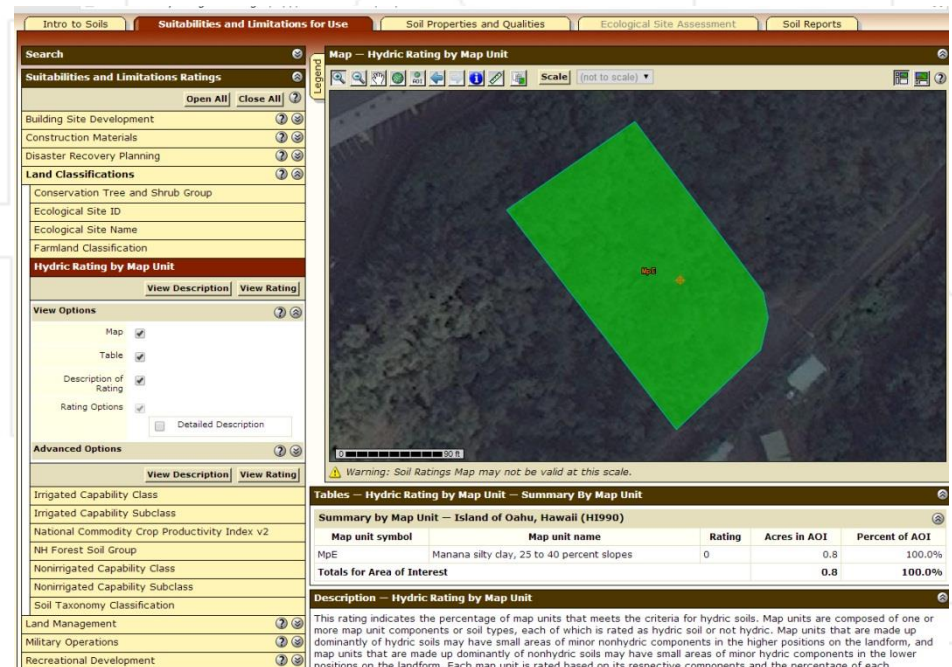
- Conduct field visits and investigations
 - Environmental features and resources
 - Available infrastructure (age, condition, capacity, limitations)
 - Needed infrastructure (improvements, costs, timeframe)
 - Acquisition complexity, timeframe, likely costs
 - Site preparation and development costs
 - Land entitlements (zoning)
 - Development approval/permitting processes
 - Implementation schedule
 - Stakeholder/community interest, acceptance and input
- Identify development opportunities and constraints

Step 6 - Site Evaluations

- Tools for detailed site evaluations



Parcel data applied to terrain model as viewed in Google Earth



Soil suitability analysis via NRCS Web Soil Survey

Step 6 - Site Evaluations

Supplement In-depth Evaluations

- Prepare topographic surveys/geotechnical investigations
- Perform due diligence (contamination, other factors)
- Undertake site planning/preliminary engineering
- Perform traffic/utility investigations
- Appraise preferred site

Development Approvals and Permits

- Site planning requirements
- Land use plans, zoning and entitlements
- Utility agreements, connection permits, fees
- Highway access
- Environmental permits and clearances
- Others

Step 6 - Site Evaluations

- Compare, rate and rank sites
 - Costs
 - Ease of implementation
 - Schedule
 - Community acceptance
- Select preferred site(s) and acquire options

Site Identification and Selection - Schedule

PRISON SITING TIMELINE

2014

Jun

Jul

Aug

Sept

Oct

Nov

Dec

Communications Plan
(Step 1)

June 19

Dec 31

Understanding the Program
(Step 2)

June 19

July 18

Siting Criteria
(Step 3)

June 19

July 18

Site Identification
(Step 4)

June 23

Aug 15

Site Screening
(Step 5)

Aug 1

Oct 31

Site Evaluations
(Step 6)

Oct 1

Dec 15

RECOMMENDATIONS

Dec 15

Next Steps

- Establish a sense of urgency among all parties involved
- Dedicate a team with only one responsibility: project implementation
- Establish realistic milestones
- Provide sufficient resources
- Effective decision-making
- Maintain focus and never lose sight of goal



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Thank You!

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